



## FOR YOUR INFORMATION

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**DATE:** November 20, 1996  
**TO:** Bruce, Mark, Tom, Julie  
**SUBJECT:** Communications

I am feeling a bit disconnected from the group's activities and would like us to take some steps together to work on this problem. I have some ideas but I'd like your suggestions as well. My main concern is that in the end I have a better grasp on what people are doing and the progress that is being made. This will help me to determine where I can best focus my attention to guide and advise, as well as ensure that I can respond to questions from above. I hope also that you will have a better knowledge of what each other is up to.

Since the reorganization it has become clear what things require my ongoing attention. To no-one's surprise those things include the critical reports, forecasting, and a few major projects here and there.

What I'm missing is a sense of process in other areas, for example -- continuity, developments in the Regions, ad hoc requests, etc.

To address this, I'd like to make better use of our staff meetings, for one thing. I've been using the model that I've seen my bosses use, and it's not working. The following are my thoughts on how I think we should be talking about things:

**Quarterly Priorities:** each quarter we submit up the line what our high level priorities are for the coming months. We ought to keep these top of mind and review progress as well as changes on some regular basis -- probably not every week but regularly to keep in touch with them. As we get into the quarter these will likely translate into more discrete shorter term items and deliverables.

**Short Term Developments:** we are going to have a lot of shorter term stuff that may not directly fit into the overall priorities -- ad hoc requests, new projects, etc. We all need to be aware of these since we can potentially cross efforts. The high points in communicating these should be what is it, who's it for, and when is the deliverable. Your discussion in the staff meetings can cover how we're going to do it, other people involved, etc. In addition to client projects I'd also like to cover process improvements that may be in the works or to be addressed.

**Changes:** are there any conflicts in priorities that we need to resolve in order to make room for the most important stuff?

**Issues:** Somewhere in all this we should highlight issues -- those that you need me to be aware of or that you need my help to resolve.

I don't want to create an extra burden of paperwork for you! I don't need a lot of verbiage, or even complete sentences. Something that can be understood with your voice over in the staff meeting will suffice to jog my memory at a later date. I wouldn't include stuff that gets turned around in a day or two. Those things will be over by the next week.

Use whatever format works for you. We'll decide later if one of you has a particularly effective one that we want to standardize.

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